

Internship report

On

Strategic Programs (STRAP) for 2012-2013 of Airtel Bangladesh

Submitted to

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Subject: Submission of the Internship Report on “Strategic Programs (STRAP) for 2012-2013 of Airtel Bangladesh.”

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure for me to submit the Internship report on ““Strategic Programs (STRAP) for 2012-2013 of Airtel Bangladesh.” as a part of our BBA course curriculum.

This report is a summary of the findings from the tasks I was involved in my internship period which were given by my on spot supervisor. I tried to meet my entire proposed objective within the allotted schedule. To prepare the report, I have gathered the information that was made available to me as an intern for other information was confidential.

Finally, I am grateful to you for giving me this opportunity to work on this report which I consider as a great chance for me to develop the practical and professional skills through the Internship program.

Thank You.

Yours sincerely,

.....

Md. Aynul Islam

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Acknowledgement

At first I would like to convey my deep gratitude to my internship supervisor, Suntu Kumar Ghosh for giving me the opportunity to present my Internship Report on “Strategic Programs (STRAP) for 2012-2013 of Airtel Bangladesh ”.

The officials of Airtel Bangladesh Limited, also helped me in providing vital information regarding the concept of OE practice of Airtel Bangladesh Limited. They shared their views and guided me in the preparation of this report. In preparing this report, I have received cordial and sincere assistance from my senior officials. The officials of Airtel Bangladesh Limited who directly guided me, in making this report a true worth are:

Zakia Sultana
Head of Operational Excellence

Mohammad Ahmadul Haque
Process Management Manager

Jinat Laila
Process Manager Commercial

Shanjida Rahman
Process Improvement Manager

Table of Contents:

Name of the Topic	Content	Page Number
Executive Summary		5
The Organization	1. Introduction	7
	2. History	7
	3. Product & Service Offerings	9
	4. Visions for the future	10
	5. Organogram	10
My Department	Purpose & Function of OE	13
My Job	1. My Job Description & Responsibilities	18
	2. Learnings	21
Project	Summery	24
Name & Objectives of the Eight STRAPs for 2012-2013	1. Creating Winning Spirit	25
	2. TROY	27
	3. Mission Outclass	29
	4. Speed	31
	5. Avenger	33
	6. Network Perception Revamp	35
	7. Pre-paid ring Fence	37
	8. Enterprise & Post-paid Revamp	38
Recommendation		41
Reference		41

Executive Summary

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the now in fourth position in Bangladesh TELCO market which had a merger & acquisition with "Warid Telecom" that originally launched commercial operations on May 10, 2007 in Bangladesh.

The purpose of making this report was to have an insight of modern operation management, strategies & control systems that is being adopted in corporations, especially in TELCO sector. To do that here, the short descriptions is given about the practicing of Operational excellence in Airtel Bangladesh where the Strategic Programs for 2012-1013 is broadly described in order to have an understanding of their functions.

However, as an intern my job in "Operational Excellence" (OE) was narrow in the sense that I worked like a co-ordinator of their different functions by preparing soft copies of the process through using different software & arranging meetings . Apart from that I was also given certain responsibilities that gave me an exposure to the corporate cultures & the strategies they follow where it also enriched my experience about real-life business practices.

THE ORGANIZATION

1.Introduction

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name "Warid Telecom" on May 10, 2007. Warid Telecom International LLC, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti Airtel Limited for US\$300 million. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own **airtel** brand from December 20, 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

Bharti Airtel made a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom and have management and board control of the company. This is the largest investment in Bangladesh by an Indian company. Dhahi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company.

The new funding is being utilized for expansion of the network, both for coverage, capacity, and introduction of innovative products and services. As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion.

This is Bharti Airtel's second operation outside of India. The company launched its mobile services in Sri Lanka in January 2009 on a state-of-the-art 3.5G network. On July 19, 2007, the company crossed the 1 million customers mark in the first 70 days of operation.

Airtel Bangladesh had 6.345 million subscribers as of March 2012.

Bharti Airtel Limited operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012.

2.History

In December 2005, Warid Telecom International LLC paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.

In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute. Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments. On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage. On December 20, 2010, Warid Telecom was rebranded to airtel.

On December 21, 2011, Airtel Bangladesh launched "Airtel Circle of Friends", the first ever Interactive Commercial in Bangladesh, created and executed by Digimarka.

Sunil Bharti Mittal founded the Bharti Group. In 1983, Mittal was in an agreement with Germany's Siemens to manufacture push-button telephone models for the Indian market. In 1986, Mittal incorporated Bharti Telecom Limited (BTL), and his company became the first in India to offer push-button telephones, establishing the basis of Bharti Enterprises. By the early 1990s, Sunil Mittal had also launched the country's first fax machines and its first cordless telephones. In 1992, Mittal won a bid to build a cellular phone network in Delhi. In 1995, Mittal incorporated the cellular operations as Bharti Tele-Ventures and launched service in Delhi. In 1996, cellular service was extended to Himachal Pradesh. In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Bombay Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were rebranded under the single Airtel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. This expansion allowed it to offer voice services all across India. In 2009, Airtel launched its first international mobile network in Sri Lanka. Today, Airtel is the largest cellular service provider in India and the fourth largest in the world.

3.Product and Service offerings:

Airtel provides both post-paid and pre-paid connection plans. The post-paid plan is branded and marketed across the country under the name **airtel Postpaid**, which means leader or royalty. The pre-paid segment is branded and marketed as **airtel Prepaid**.

The airtel Prepaid category is divided into five segments:

- 1. Adda**
- 2. Golpo**
- 3. Kotha**
- 4. Foorti**
- 5. Dolbol**
- 6. Hoi Choi**
- 7. Valentines Pack**
- 8. Manutd Pack**
- 9.Shobai**
- 10.Bijoy016**

The airtel Postpaid category is divided into three segments:

- 1. Airtel Exclusive**
- 2. Airtel Classic**
- 3. Airtel Advantage**

Airtel-Postpaid and Airtel Prepaid user enjoy various value added services(VAS), such as SMS, MMS, GPRS, 64K SIM, Dual SIM product, Corporate packages for product advertising via, SMS, and a host of other features. However, International Roaming is available only to Airtel postpaid users.

4. Visions for the future:

By 2015 Airtel will be the most loved brand, enriching the lives of millions. The vision is,

“Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company.”

5. Organogram:

The organogram of Airtel Bangladesh consists of three bands. These are:

- ☐ Band
- ☐ Band 2
- ☐ Band 1

The compensation packages and other facilities for employees of the organization depend on which band they are in.

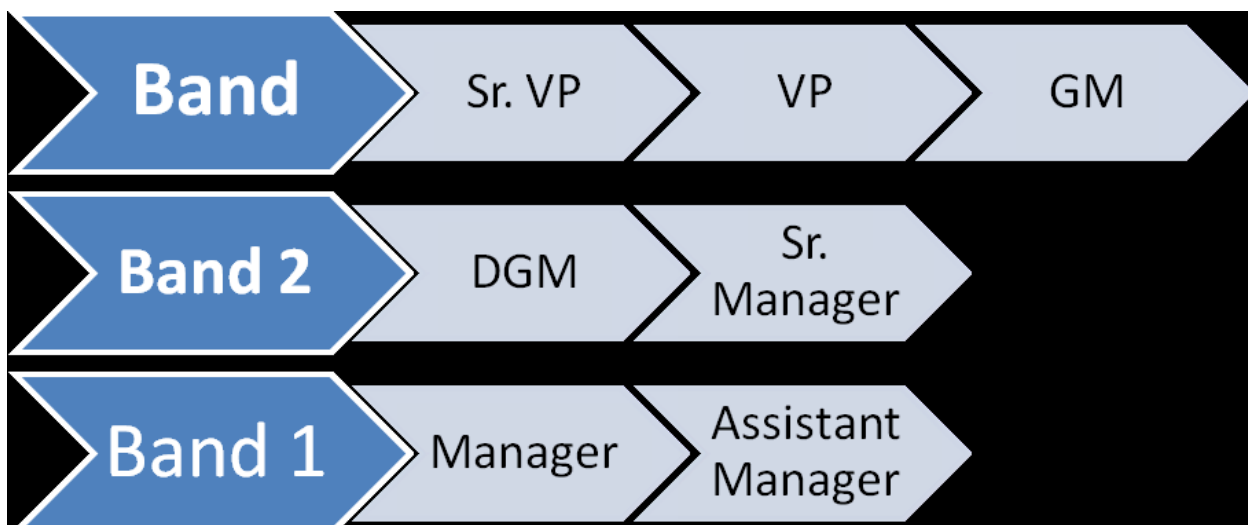


Figure: Organogram of Airtel Bangladesh Ltd.

Without these three bands they also have two more bands. These are:

- Band F, which is consists of Senior Executive and Executive.
- Band S, which is consists of Senior Officer and officer. Airtel Bangladesh also employs “Young Leaders” under this band who are fresh talented graduates of different universities.

Airtel Bangladesh does not put these two bands in the organogram anymore because they are considering to merge these two bands.

My Department

Purpose & Function of OE

The department I worked in as an intern is “Operational Excellence” in short it is called “OE” in Airtel. This department currently consists of four officials including the head of the department Zakia Sultana who is a member of Airtel leadership board (ALB) & has experience in the telecom industry for more than 12 years. The other officials are Md. Ahmadul Haque (Process management manager), Jinat Laila (Process manager commercial) & Shanjida Rahman (Process improvement manger).

In the online business dictionary the term operational excellence is described as “A philosophy of the workplace where problem-solving, teamwork, and leadership results in the ongoing improvement in an organization. The process involves focusing on the customers' needs, keeping the employees positive and empowered, and continually improving the current activities in the workplace.”

This organizational philosophy is clarified in “Wikipedia” a bit more by describing “Much of this philosophy is based on earlier continuous improvement methodologies, such as Lean Manufacturing, Six Sigma, and Scientific Management. The focus of Operational Excellence goes beyond the traditional event-based model of improvement toward a long-term change in organizational culture.”

Bharti Airtel established its own “Operational excellence model & policy” during 2009-2010 & since then they follow that model accordingly. The Operational excellence policy of Bharti Airtelis is expressed by the following statement which is “Delivering best value to our customers & stakeholders with zero waste & zero variation.” Their objective is to achieve these through continuous improvement & making the process by being

1. Faster (Access)
2. Better (Utility)
3. Cheaper (Cost)
4. Easier (Hassle Free)

The principle business activities of Airtel that is done through “Operational Excellence” are followings

- Business Process Reengineering (BPR)
- Value Stream Mapping
- Performance Variance reduction (PVR)

- Knowledge Management (KM)
- Process Management.
- Training & Certification. (Six Sigma training & other OE tool trainings excluding HR parts.)
- Compliance (Here TL9000 is followed which is a Quality Management System designed specifically for the Telecommunications Industry. It is based around ISO 9000 and was developed by the Quality Excellence for Suppliers of Telecommunications (QUEST) leadership forum in response to product and service failures within the industry.)
- Measurement & Research.

The expectations of the Airtel board of directors towards OE as well as their its main focus are followings.

- Scientific Thinking
- Cross function working
- Structured problem solving
- Process document, standardization & compliance
- Waste & variation reduction
- Making quality “*A way of Life*” for Airtel.

The scientific thinking & structured problem solving involve all the OE tools that is used for defining, measuring, analyzing, improving & controlling of all the process that is undertaken by the company. The “Six Sigma” quality management philosophy is the heart & soul of OE functions for all of these activities. Here, cross functional participation of all the departments of Airtel is a must & that is how the annual strategic plans are fulfilled. Additionally, knowledge management also play a vital role by spreading the internal & external “best practice” news to each & every functions. In order to do the value stream mapping they adopt “Microsoft Visio” software through which they give all the function & process a clear visibility to the owner of the process so that the owners of the process can clearly understand the flow of work & act accordingly. Overall, the purpose of all of these activities is to reduce the performance variation of each & every departments, increase the performance standards of each of the segments & thus enhancing the quality of organizational performance of Airtel.

As mentioned earlier that for the process management, improvement, documenting ,standardizing & lastly for the measurement of performance , the “Six Sigma” scientific management procedure is adopted

which is the heart & soul of OE. The head of OE, Zakia Sultana herself is the only certified master black belt of this method in Airtel Bangladesh. According to Wikipedia the “Six Sigma is a set of tools and strategies for process improvement originally developed by Motorola in 1985. Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization ("Champions", "Black Belts", "Green Belts", "Orange Belts", etc.) who are experts in these very complex methods.”

Six sigma method focuses on quality way more intensely than the classical 3.8 sigma method which states 99% good quality where in six sigma it is 99.99% good quality. For a business, the Sigma Capability (Z-value) is a metric that indicates how well the process is performing. Here, when the defects go down, the sigma capability (Z-value) goes up. This is the very basic of the measurement process.

In Airtel, the core of this method is the DMAIC approach. This approach is adopted in the following way,

- Define- Identify a manageable, customer focused problem area for improvement. (Practical problem)
- Measure- Understand the measures around the problem, the measurement system & create a baseline. (Statistical problem)
- Analyze- Identify the variable(X) which have the maximum impact on the problem (Y). (Statistical solution)
- Improve- Implement the solution. (Practical solution).
- Control- Sustain the results.

In the “Define” phase two things are given importance, one is the voice of customer (VOC) & the critical to quality (CTQ) factor. Usually the market research that is done by OE brings forth the voice of customers & from that they sort out the improvable pain points. Then they convert VOC into measurable CTQ's.

In the “Measure” phase four things are taken care of, firstly basic statistics, secondly establishing performance standards, thirdly measurement system analysis & lastly capability analysis.

In the “Analyze” phase the statistical tools are used such as box plot, scatter plot, correlation, regression etc. Before that to identify the variable “X” which has impacts on problem “Y” they adopt brainstorming, process mapping, pareto analysis, fish bone methods.

In the “Improve” phase the action plan is presented in detail where each process owner is clearly showed their problems, causes, proposed solutions(targets), responsibility & timeline.

In the “Control” phase there involves quality planning, mistake proofing, control charts, statistical process controls & project closures.

Each year at every AOP (Annual Operational Plan) session of Airtel, the OE is given new strategic programs from the strategy makers & then those programs are given a cross functional shape to distribute the responsibility of each & every programs of that year. Usually the chief leader of each programs are called “Sponsor” & they are usually the members of ALB. At each AOP session the results of the previous programs are also disclosed through OE head & winners are rewarded by the C.E.O.

My Job

1. My Job Description & Responsibilities

Being an intern I did not had to do the core functional activities of OE rather I had to understand their works properly during my first two weeks then I was involved in to the other responsibilities that my on site supervisors assigned me to do. The followings are my key activities during my internship period.

- Learning & understanding the OE induction power point slides that were given in my office PC drive. I was suggested to go through those slides & whenever I do not understand something then asking my on site supervisors.
- In order to arrange cross functional meetings, I did the necessary phone calls & mailing the appointed officials to fix up the meeting schedules.
- In the meetings of OE , I used to be present in order to note down the main points & to prepare the meeting minutes.
- During the ARC (Airtel Relationship Centre) launching process meetings, I prepared the total process flow of ARC launching through using “Microsoft Visio” software.
- Prepared “To do & not to do” list of ARC process in MS excel sheet.
- Prepared MS excel data regarding STRAP projects performance.
- Prepared few process documents using MS Word according to the official process format of OE.
- Designed few teasers in Adobe photoshop which were used to create hype for the “CEO Trophy giving ceremony” event in the AOP sessions.
- Preparing video presentations for the AOP session regarding the 2012-2013 Strategic programs.

Screenshots of works

Program Name	Program C Type	Baseline	Target	Achievement	Target	Achievement	Q1 Target	Q1 Achievement	Q2 Target	Q2 Achievement	Q3 Target	Q3 Achievement	Q4 Target	Q4 Achievement	Program	Program	Prog progress for Q1'12
% Reduce Attrition rate in Ctg		18%	10%	5%	10%	2%	10%										0%
Increase in CSI (Postpaid)		47	49	49	51	54	50		Q2: 54								108%
Increase in Recommendation of Aiml (CSMM ONSS scores)		74	76	84	78	82	80		Q2: 82								103%
Enterprise and Postpaid Revamp																	87%
Decrease in Corporate Value Churn		4.48%	4.40%	4.19%	4.00%	3.65%	3.00%		3.45%								99%
Increase in REC Base	Enterprise	55874	56000	60003	65000	70564	75000										0%
	Postpaid	130000	130143	140117	132000	153674	160000										0%
RMS 10%		6.4%	7.3%	6.5%	8.2%	Quarterly	9.3%		6.4%								73%

Excel Sheet for STRAP

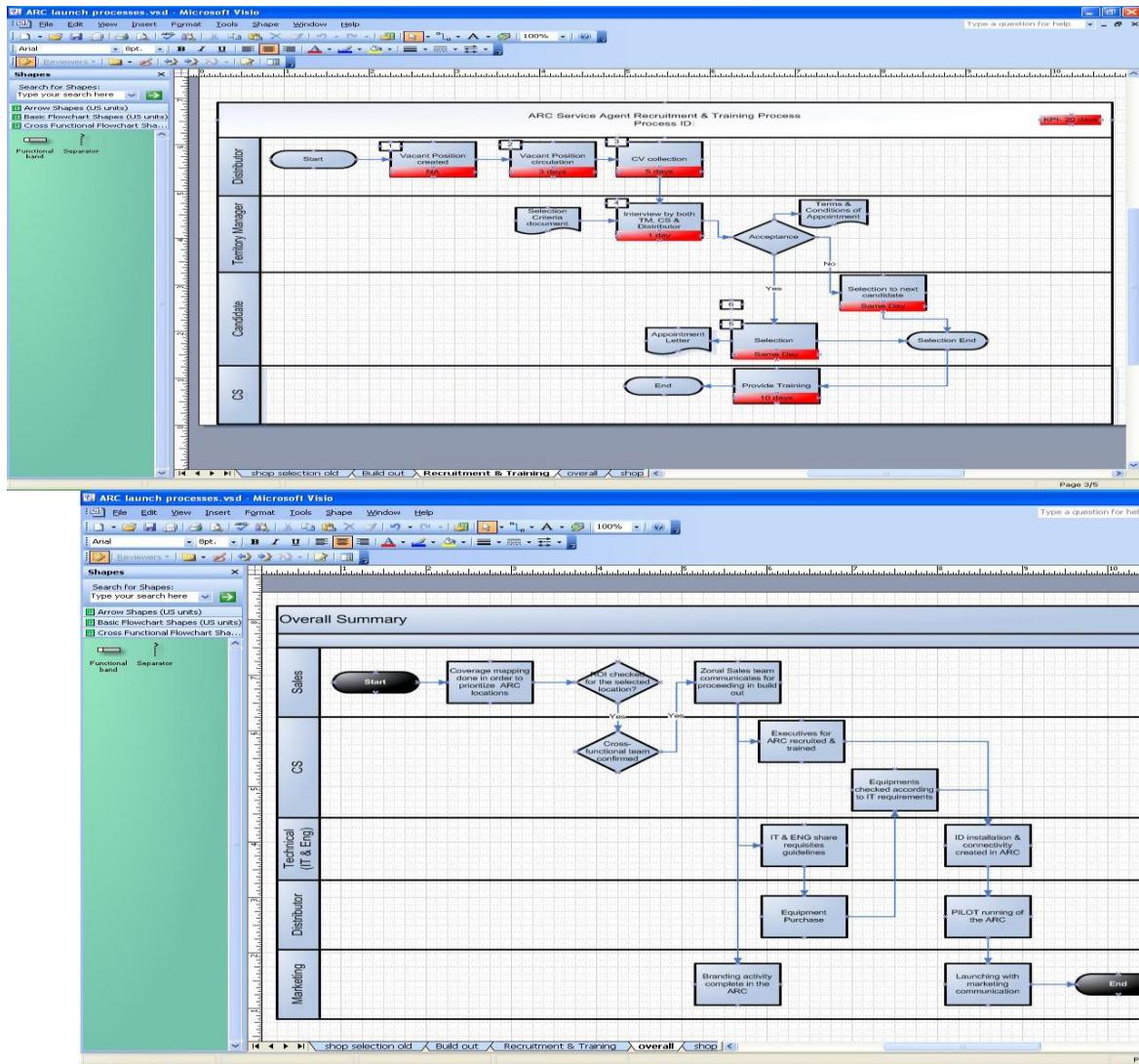
Location	Roof-top	Floor preparation	ARC location	Number of Counters	Number of Agents	Siting arrangement	Internal Facility
Should be in a covered place or in a Market or shopping mall or near the shopping.	The roof-top needs to be built in Concrete as the weight connectivity can be seen.	The ARC needs to be placed on Ground Floor.	Should be visible from the Main road.	Two Counter for Service.	Two service agents should be there.	At least 6 customers can be seated at one time waiting to get the service.	Generator for power purpose & air cooler for environment purpose should be there.

Excel Sheet for ARC

ARC Process document in MS Word



Teasers for AOP session about CEO Trophy



ARC Process work flow in "Microsoft Visio" software

1. Learning

The internship opportunity at Airtel Bangladesh provided me a lot of learning experiences regarding professional attitude, real life business practices & corporate environment. Some of them are,

- I learnt about corporate norms such as greetings people by saying “Hello” or shaking hands at the first meeting with any official person, not getting “too loud or too low” when having phone conversations in office . Also learnt the corporate environment where each officials has their own cubicle & personal computer to work on including the interns. Maintaining professionalism in working hours but during the breaks & afternoon sessions all of the officials get much informal & do involve in friendly conversations.
- Learnt about the communication tools that is used in the work place such as the CISCO powered intranet telephone system in the office & official mailing infrastructure of Airtel.
- Learnt how to conduct the official business meetings & how to take down the meeting minutes.
- During my first two weeks working at OE, learnt a lot of TELCO related business jargons, abbreviations & the business practices of this industry. Few of them are,
SIM- Subscriber Identification Module
RMS- Revenue Market Share
LRLU- Low Revenue Low Utilization
SSO- SIM selling unit
REI- Retailers Effectiveness Index
CSI- Customer Satisfaction Index
TOMA- Top Of Mind Awareness
SOP- Share Of Preference
- I learnt about the tools of OE, such as how to prepare the process documents in words file & how to create cross functional business work flow in “Microsoft Visio” software. This last mentioned software was a completely new thing for me as I never used this software before. It is used to give all the process a visibility to its owners because it is said there that “ Seeing is believing”. So, when the process owners get a visibility of works flow, its get easier for them to bring out the result.

- Learnt about the DMAIC approach of six sigma which is “Define-Measure- Analyze- Improve- Control” & COPIS which is (Customer- Output-Input- Supplier).
- Had the opportunity to attend a Focused Group Discussion (FGD) meeting of Airtel along with the newly joined “Young Leaders” of Airtel where the topic was : “To understand the viewpoint & demand of youth regarding self-service”. This meeting was arranged by CS department & was conducted by CS head Rubaba Dowla & OE head Zakia Sultana. Here, two groups were created in order to discuss on the topic & providing new ideas. Each of these two groups had to do a group presentation in front of the monitors. The group that I belonged to, won the session for presenting highest level of innovative ideas on the topic & later on our group were given a lunch treat at “Oh Calcutta” by the monitors. This was a good experience as I learnt how in corporations creative ideas are produced through this kind of FGD sessions & the winning of our group gave me a feeling of achievement as well.
- Had the opportunity to witness the AOP session of Airtel at Lake shore hotel auditorium where all the ALB members along with CEO presented the next year strategic plans & discussed about the previous one. In this session two of my video presentations regarding their last year strategic plan were shown & it got appreciation from the leadership board members which enhanced my confidence on my work.

Project

Summery

Strategic programs are a regular practice of Airtel Bangladesh since its inception. Every year the board of directors, CEO along with the Airtel leadership board members set up the strategic objectives of those years & according to that they prepare the strategic plans for the year. Keeping aligned with those strategic plans they establish several strategic programs for that year which are known as “STRAP” at Airtel. These STRAPs are disclosed during the AOP session of Airtel. Each of this STRAP has distinct objectives & goals to achieve & are formulated in such a way where each STRAP requires to have at least one ALB member as chief leader who are called “Sponsor” of the STRAP. Under each STRAP there are several projects & for each of those projects at least one project leaders are assigned. Rest of the officials that work in each STRAP are called “team members”. One of the major characteristics of these STRAPs is that it always involves cross-functional participation of the members without which the objectives can never be achieved.

OE bears the sole responsibility to measure the performance of each of these STRAP in every quarter of a year. “Master Black belt” for each of the STRAP is OE head where the rest of the OE officials are certified process “Black belts” & they assist their respective assigned STRAPs & calculate the performance of those programs. In this way at the end of the year the most successful program that achieved its objective in the most efficient manner are found & the whole team is rewarded by the CEO through “CEO Trophy” at the AOP session.

The number of strategic programs for the last annual year 2012-1013 was eight. Each of these STRAP had different objectives & action plans. As I was assigned to prepare a video presentation about these eight STARPs activities by OE head Zakia Sultana, I had to go through the objectives of this STRAPs in order to have an insight about each of the programs & relate those visually in the video creation. The purpose of this video was to create a visual entertainment regarding the previous year’s STRAP activities in the AOP session where the winner is declared.

Objective of the report: The objective of this report is to discuss briefly about the 2012-2013 annual strategic programs of Airtel through which we will have a depth knowledge on how these TELCO design & implement its strategic objectives in order to compete in this highly competitive industry.

Methodology

Primary data: The primary data of this report is taken from the power point slides that is stored in the OE drives in their computer. From that all the STRAP related info are gathered to have an understanding of these programs.

Secondary data: This is a bit exploratory in kind as the secondary data for this report is taken from the OE officials who clarified the complex issues to me & enhanced my understanding through verbal question answer communication.

Limitations: As strategic plans are quite a confidential issues, specially the business statistics related with the strategies for any corporation, it was not possible to provide in depth information regarding the strategies.

Name & Objectives of the Eight STRAPs for 2012-2013

Creating Winning Spirit

Business Case: Airtel BD being the 4th largest operator is in a challenger position in Bangladesh. Airtel have very high ambition to grow: much faster than market and beat the competition. To do it Airtel need a team who believes in winning. There is a general feeling that we lack the winning spirit. Besides, comparing our Gallup score (which is an employee engagement process where employees are to fill up questionnaires set by HR) on employee engagement (67 percentile) with BL or best performing companies, Airtel have good degree of improvement scope.

Objective of the STRAP: Create and Enhance the Winning Spirit in Airtel Bangladesh Employees.

STRAP Outline



Sponsor of the Program : ALB member Noor Mohammad who is the functional head of Human Resources department.

Black Belt of the Program: Shanjida Rahman, Process Improvement Manager, OE.

There were three projects under this program,

1. **Engage to create Winning Spirit :** The aim of this project was to create engagement to bring out the winning spirit in the employees. The name of the project leader is Asif Ahmed. The key CTQ's (Critical to quality) for this project was to increase the score of winning spirit survey & to increase the gallup score. The key action plans that were taken under this project included giving employees general company direction, expectation & business updates, creating employee newsletters, giving people manager award, open house session with CXO's, creating family day, arranging airtel night, arranging team & functional activity workshop, Providing RMS info to all employee , creating communication on suggestion & complain box in every facility, arranging focus group discussion with selective groups.
2. **Improve Quality of Performance Management :** The aim of this project was to have one-on-one performance feedback. The name of the project leader is Saiful Islam. The key CTQ's for this project was to enhance the percentage completion of one-on-one performance feedback actions. The key action plans that were taken under this project included creating segment strategies for talent growth & retention, talent segmentation, induction framework for new hire & creating a hiring mix.
3. **Capability Building :** The aim of this project was to have right person in right job & enhancing their capability. The name of the project leader is Nayeem Anam. The key CTQ's for this project was to enhance the percentage completion of key capability building programs defined in the annual calendar. The key action plans that were taken under this project included creating frontline capability program for sales, marketing & customer service, providing leadership training, creating ZBM capability program, providing coaching (Top to bottom within function), mentoring.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Creating winning Spirit	RMS 10%	HTB	6.4%	10.0%	7.5%
	% Increase in Gallup score	HTB	74	78 percentile	NA
	% Completion of key capability building programs defined in the annual calendar	HTB	80%	100.0%	85.0%

TROY (Chittagong turn around)

Business Case: Chittagong has a quite good GDP contribution in the overall GDP of Bangladesh but Airtel's revenue contribution from Ctg is only 14%, while their closest competitor Robi gets 60% revenue contribution from this port city Ctg.

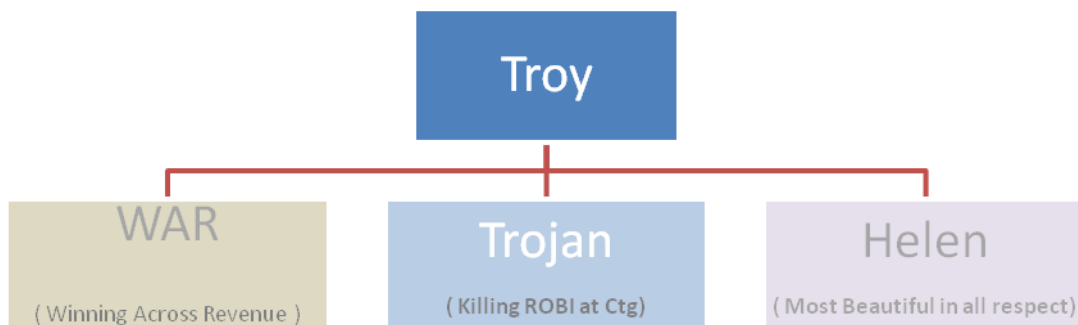
Objective of the STRAP: To increase Airtel's Ctg revenue up to 35% by the end of the year.

Destabilize Robi's foot hold in Ctg, resulting is loss of their market share & gain for Airtel.

Sponsor of the Program : ALB member Raghvendra Gupta.

Black Belt of the Program: Md. Ahmadul Haque, Process Management Manager, OE.

STRAP Outline



So, there were three projects under this program,

1. **WAR (Winning Across Revenue)** : The aim of this project was to have + market share than Robi which means if Robi have “X” customers there Airtel want “X+1” customer & also to have 2% RMS growth in every quarter. The name of the project leader is Rabiul Alam. The key CTQ’s was to beat Robi in terms of RMS & SIM selling units. The key action plans that were taken under this project included setting up targets by sharing format with team & ZBM, finalizing the format and Set the target distribution wise, creating weekly update on distributors performance & reporting Thana wise weekly tertiary status according to the report format.
2. **Trojan (Killing Robi)**: The aim of this project was to be the 2nd best of SOP (Share of Preference) by quarter 2 & to have minimum two strategic hits in each quarter. The name of the project leader is Soumen Mittra. The key CTQ’s were to enhance the share of preference drastically & to get two strategic hits for enhancing Airtel’s brand perception at Chittagong. The key action plans that were taken under this project included revamping the distribution of Airtel in Chittagong by appointing 16 new distributors, training them properly, appointing 65 new field service executives (FSE), increasing notice ability of the brand & increasing retailers recommendations.
3. **Helen (Engaging team to win over competition)** : The aim of this project was to have most engaged and energetic team & to create Gold plated coverage in urban and outskirts areas of Chittagong. The names of the three project leaders are Saiful Islam, Mamun-Ar-Rashid, Anupom Kumar. The key CTQ’s were to successfully enhance the engagement between the team members & to establish the gold plated coverage in the urban & outskirts areas. The key action plans that were taken under this project included TM (Trade Marketing) training, Team Building Outing, Sales Manager Training, ZBM Training , Gallup Meeting , Skip Level Meeting, Reward & Recognition.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
TROY	Tertiary Revenue Mn. (Ctg)	HTB	88.35	200.00	233.31
	Increase # of Distributor	HTB	22	30	30
	Increase # of SSO	HTB	6920	3476	4490
	Increase # of LSO	HTB	18213	25543	22270

Mission Outclass (Turning around zonal gross addition & revenue):

Business Case: At present at most Thana's, in comparison with competitors Airtel is either in the 2nd to 4th position in most of the zones in terms of revenue and gross additions made each month.

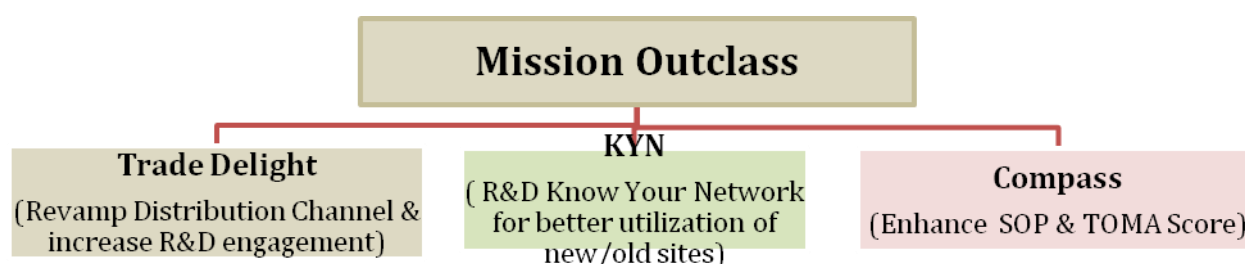
Even though many sites have come up in the past one year, it was not bringing significant revenue back to the company, and were falling under the LRLU(Low revenue low utilization) category further enhancing Airtel's annual OPEX cost.

Objective of the STRAP: The main aim of this program is to quickly turn around the company in all zones and increase revenue by 20-30% in all zones. By quarter four to enhance the percentage of RMS & SOGA (Share of gross add) at each of the five zones considered, increasing Thana wise LSO (Load selling unit)/SSO & enhancing BTS utilization, also creating retailers engagement.

Sponsor of the Program : ALB member S K Mukhopadhyay who is the CFO of Airtel BD.

Black Belt of the Program: Md. Ahmadul Haque, Process Management Manager, OE.

STRAP Outline



So, there were three projects under this program,

1. **Trade Delight:** The aim of this project was to revamp the distribution channels of the zones by engaging the retailers & distributors, thus enhancing the TOMA,REI & SOGA score. The name of the project leader is Mahboob Hossain. The key CTQ was to create delight to person / organization in the channel who will be participating in all event of Airtel. The key action plan that were taken under this project included merging the big area based Thana under several TM (Territory Manager) so that those areas distribution can be served properly, running “Airtel Mela” function at the bazaar places of different rural Thana in order to enhance SIM selling & rural branding & the security of the BTS site enhanced where necessary. Realistic monthly sales target were given as per market scenario and strictly monitored required daily/weekly basis & Thana wise distributor’s ROI (Return On Investment) were set.
2. **Know Your Network :** The aim of this project was to enhance the knowledge level of channel partners regarding Airtel’s network. More precisely, it is the retailers & distributors who play the frontline role for introducing a brand’s network perception to the customer. So, if they are informed properly about Airtel’s network development then they can pass on the news to the customer. In this way they wanted to increase the zonal revenue & decrease LRLU sites. In order to do so it was the Engineering department’s responsibility to share the BTS performance information to the other functions. The name of the project leader is Fayaz Ahmed. The key CTQ was to enhance Thana wise knowledge level of the all the stakeholders regarding zonal BTS performance. The key action plan that were taken under this project included to count the present BTS at every zones also to count the BTS number of other operators, preparing questionnaire for doing survey on network knowledge & perception.
3. **Compass:** The aim of this project was to enhance the SOP & TOMA score of Airtel at the priority zones. Market visibility & retailers recommendation was the prime concern for this project. The name of the project leader is Moshiur Rahman. The key CTQ was to increase the visibility among the market cluster from less than 30% to 35%. The key action plan that were taken under this project included to know Thana wise TMR/TMS (Trade marketing representative) number of both Airtel & it’s competitors, New town launch activity in rural markets, Launching KRO (Key Retail Outlet) concept.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Mission Outclass	% Increase in airtel SOGA	HTB	9.0%	25.0%	12.0%
	Increase in airtel Revenue by Q4'12 (in Mn)	HTB	1003	1815	1313
	Decrease in overall LRLU sites	LTB	1807	1000	1640
	Increase in Overall Bangladesh REI score	HTB	50	55	49
	Increase in TOMA Score (Intenders)	HTB	15	20	17
	Increase in SOP Score (Intenders)	HTB	21	24	18

Speed (Data dominance & capability):

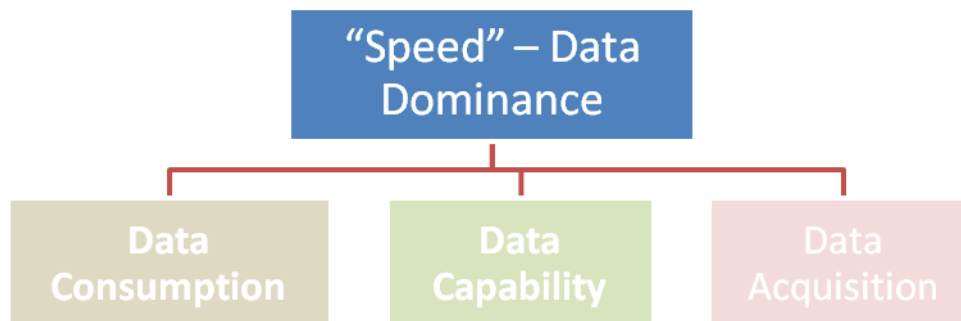
Business Case: Data is one of the fastest growing consumables right now in the telecom industry where the demand is huge. To rightly place Airtel in this market would result to a great leap in revenue as well as customer experience.

Objective of the STRAP: To have dominance in the market in data & increase data usage growth (Data Revenue% to reach from 10% to 15%).

Sponsor of the Program : ALB member Abhay Sheth who is the head of Brand management of Airtel BD.

Black Belt of the Program: Jinat Laila, Process Manager Commercial, OE.

STRAP Outline



So, there were three projects under this program,

1. **Data Consumption:** The aim of this project was to increase data consumption & penetration by Airtel in the market, this data is not something tangible rather it is the technicality of data frequency & its performance. The name of the project leader is Ziaul Huq. The key CTQ was to have percentage increase of data usage or simply data growth. The key action plan that were taken under this project included follow-up data seeding campaign and promote links, contents and apps to the same base, based on last month usages create user buckets, weekly follow up and data pack penetration to the base who purchased data bundled devices/start-up. Additionally, introducing URL factory to promote users time to time, providing exclusive and attractive content in airtel live portal, Tie-ups with google & customized offerings, Tie-ups with popular local and international entertainment sites were also in their key actions taken.
2. **Data Capability:** The aim of this project was to increase the data revenue. The name of the project leader is Moin Uddin Ahmed. The key CTQ was to enhance the data revenue at the end of the quarter. The key action plan that were taken under this project included APN correction mechanism implementation, data session supervision time (3 hr) setup, enhancing EDGE features implementation, data pack knowledge program, data knowledge based contest.
3. **Data Acquisition:** The aim of this project was to enhance the acquisition of data which is a technical function as well as promotional work where the news of increased data performance will be spreading in order to attract customers to pursue for more data use. The name of the project leader is Jobayer Alam. The key CTQ was to increase the Customer satisfaction score in terms of Airtel Data usage & building up its perception positively. The key action plan that were taken under this project included introducing USSD tree & short Dialling code for data pack subscription, introducing subscription platform into e-portal, arranging data campaign event where new site is acquired, converting data packs perception from volume based to day/time based, introducing data family packs & data timely based packs. Also setting default APN in network to avoid hassle in handset configuration for internet browsing.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Speed	Data Revenue (In ml)	HTB	21.70	111.00	113.39
	Data Usages growth (In TB)	HTB	13.2	32.3	48.45
	No of customers on Packs as a % Data Handset users	HTB	9.0%	24.0%	25%

Avenger (VAS Experience):

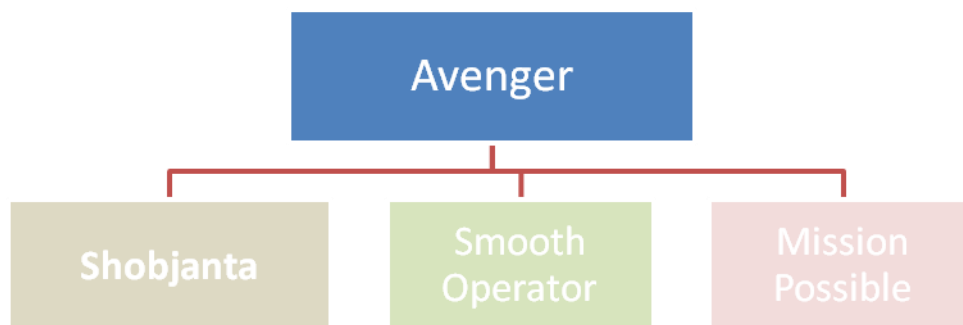
Business Case: VAS (Value Added Service) complaint contributes in average (last 3 months) is 27% of the total complaint received by the Customer Care. The CSMM score of VAS Experience has continuously decreased in last quarter Q3= -5 from Q2= 10 . Apart from that positive result to enhance VAS experience has become critical for Airtel right now as they want to establish themselves uniquely in terms of VAS experience & self service.

Objective of the STRAP: To increase CSMM score from -5 to 20 by Q4 (enhanced customer experience) & to increase revenue contribution from VAS services.

Sponsor of the Program : ALB member Rubaba Dowla who is the Chief Service Officer of Airtel BD.

Black Belt of the Program: Shanjida Rahman, Process Improvement Manager, OE.

STRAP Outline



So, there were three projects under this program,

1. **Shobjanta (well informed CC):** The aim of this project was to build well informed customer care representatives who will provide uniform, accurate & complete information to the customers. Also to building their capability across all touch points skills & tools. The name of the project leader is Nilutpola Sharma. The key CTQ was to have percentage increase of VAS FTR (First time resolution), percentage increase in CSI score, percentage increase in internal quiz score. The key action plan that were taken under this project were, VAS training that was segregated & conducted separately, implementation of daily monitoring, Launching Bangla SMS, Quiz on the product within 24 hours of PFS ,100% participation was mandatory. Also, having quiz on VAS , single deactivation code for multiple vendor were implemented.
2. **Smooth Operator:** The aim of this project was to create improvement of system availability & accuracy of charging customer as there were a lot of complains previously which were causing serious damage for this brand. The name of the project leader is Jafry Shamim. The key CTQ was to percentage reduction of VAS charging complains. The key action plan that were taken under this project included , implementation of auto reply with correct syntax for wrong key words in GPRS packs, bundle purchases & other VAS, Training on VAS (Based on top interaction), Charging confirmation before activation, establishing Airtel CS (Knowledge Management Portal) availability for ARC agents, Implementation on Start/Stop service through SMS, New services addition on USSD start/stop string, Promotion of Start/Stop service through BTL, creating invalid request in case of low balance to get no pending request.
3. **Mission Possible:** The aim of this project was to knowing the demands of customer and provide innovative services to increase revenue by serving better experience to them. The name of the project leader is Makid Hasan. The key CTQ's were to have percentage increase of VAS Revenue & to have percentage reduction of activation/deactivation problems. The key action plan that were taken under this project included, doing scientific market survey and benchmarking, Innovating new promotional channels, deploying customer profile manager & voice SDP & focusing on first-time and life-enabling services.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Avenger (VAS Experience)	Increase In VAS Experience (CSMM INSS Prepaid)	HTB	6	10	-5
	VAS CoPC	LTB	0.0034	0.0026	0.0041
	Increase in VAS Revenue excluding data & SMS	HTB	47.25 (In mar 12)	159.6	166.91

Network Perception Revamp:

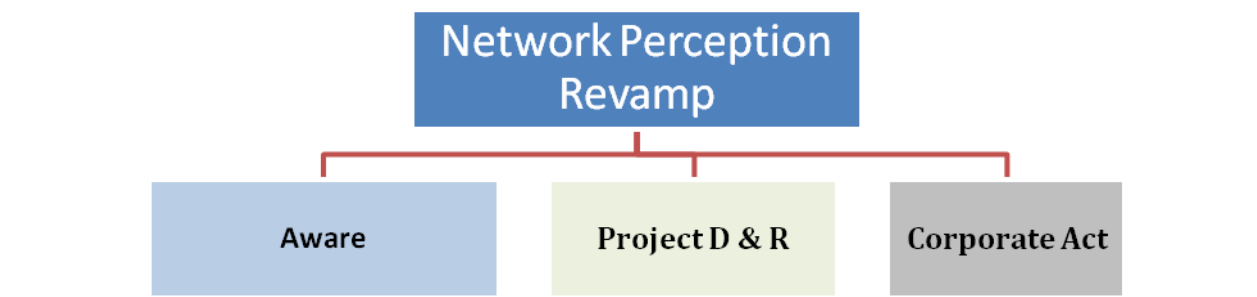
Business Case: In Q3 2011, the overall network experience CSMM scores was -44, whereas the market leader and second in market had scores of 55 and -5 respectively. Network unavailability and adverse perception in consumer's minds have led to such poor customer experience. There have been massive improvement in CSMM scores(between Q2'11 to Q3'11), however without proper reshaping of consumer perception on such improvements. Hence, the program has plenty of scope to improve this scenario.

Objective of the STRAP: To bring overall network experience CSMM scores from -44 to +20 & to reduce the percentage of network complains from 9.63% to 5%.

Sponsor of the Program : ALB member Saad Ahmed who has been the CTO of Airtel Babgladesh.

Black Belt of the Program: Jinat Laila, Process Manager Commercial, OE.

STRAP Outline



So, there were three projects under this program,

1. **Aware:** The aim of this project was to drive a thorough campaign within the organization to make sure that employees are up-to-date on latest network developments. The name of the project leader is Esmat Ara Sarker. The key CTQ was to have increased score in internal survey score regarding network development. The key action plan that were taken under this project included, Doing employee survey on network perception and put that as baseline of satisfaction, wallpaper with network info, creating regular E-flyer with network info, Network updated information presentation through all AEC & ARCs & CTO newsletter to all employee.
2. **Project D & R:** The aim of this project was to provide POSM and other comprehensive details to the retailers and distributors to fully equip them with necessary network info. The name of the project leader is Moshiur Rahman. The key CTQ's were to percentage increase of retailers survey score, percentage increase of distributor survey score. The key action plan that were taken under this project included, introducing "Hearing is Believing" program where Thana wise TMR/ FSE conducted programs in order to create engagement with the retailer- distributors to provide network updates & necessary POSMs. Arranging SMS contest amongst the retailers & creating bulk SMS communication with Thana wise retailers to make them informed about network updates.
3. **Corporate Act:** The aim of this project was to satisfy the corporate customers of Airtel with clear and sublime communication on network. The name of the project leader is Rezaul Amin. The key CTQ's were to have percentage reduction of network complains & to enhance overall corporate satisfaction index. The key action plan that were taken under this project included, providing monthly CEO newsletter to the corporate customers, Regular meeting with Huawei & Erricson in order to stabilize the infrastructure of corporate service in order to keep the corporate client network intact, Incorporating with another program "Enterprise & post paid revamp" as their objective overlaps on serving the corporate clients.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Network Perception	Increase in Overall Network Experience –Prepaid (CSMM)	HTB	-21	20	-3
	Increase in Overall Network Experience-Postpaid (CSMM)	HTB	-42	5	-24
	Decrease in Network CoPC(Prepaid & Postpaid)	LTB	0.004	0.0015	0.0096

Pre-paid Ring fence:

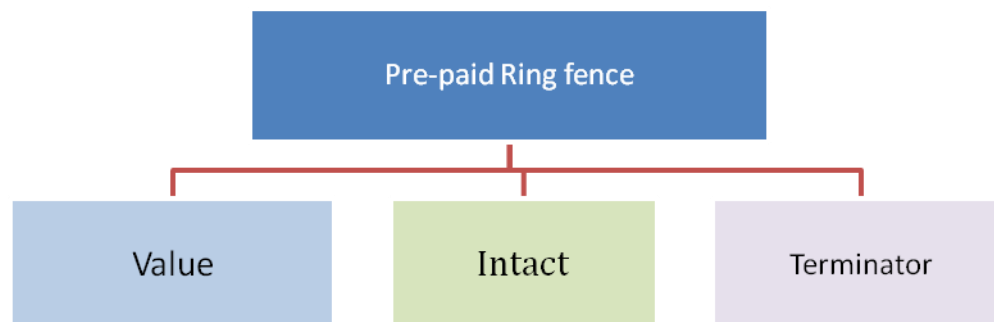
Business Case: Airtel BD being the 4th largest operator is in a challenger position in Bangladesh. Its Primary SIM usage(>10days usage) is 60% & currently churn reduction for prepaid is not increasing which directly having an impact on its revenue. This program is worth doing because to address potential REC (Revenue Earning Customer) & revenue bucket. To enhance the REC base, ARPU(air revenue per unit) by reducing churn it is important to do this project now. The consequences of not doing this project is might losing percentage of monthly revenue which is directly linked with company's strategic objectives. The financial benefits of the project is to contribute 12% to15% incremental revenue /month.

Objective of the STRAP: To retain & increase Pre Paid High Value (HV) customer, converting the secondary SIM user to Primary SIM user with control on PVR churn.

Sponsor of the Program : ALB member Mir Nawbut Ali & Biplav Majumder .

Black Belt of the Program: Shanjida Rahman, Process Improvement Manager, OE.

STRAP Outline



So, there were three projects under this program,

1. **Value:** The aim of this project was to provide superior service to the High value (HV) prepaid customers in order to keep them satisfied with Airtel's specialized service. The name of the project leader is Azmat Ullah Khan. The key CTQ was to have increased Platinum(HV) Prepaid CSI score. The key action plan that were taken under this project included, HV customer flagging in the AEC-ARC- Customer care centers, offering personalized HV service treatment, providing door step service (SIM delivery/ IR document / recharge), Health Check calls .

2. **Intact:** The aim of this project was to retaining the HV prepaid customers & striving for increase this ring more. The name of the project leader is Md. Moneruzzaman. The key CTQ was to enhance the primary SIM using more thus reducing the secondary SIM usage. The key action plan that were taken under this project included, Determining HV customers, Monthly Segmented and aggressive offers through MAMO targeting secondary SIM segment, Offering Gold cards for 30% discount on selective sets, revamping campaign for customer & retails.
3. **Terminator:** The aim of this project was to reduce the HV prepaid churn & enhance the site wise performance of those HV prepaid customer area. The name of the project leader is Golam Mohiuddin. The key CTQ's were to increase the percentage of site wise churn reduction, decrease the percentage of site wise drop in minutes. The key action plan that were taken under this project included, Identifying high churn sites, Field visit on high HV churn sites, Drill down the causes, Bench marking Network quality KPI of high sites, Implementing site wise churn monitoring tool.

The quarter four performance of this program measured by OE is like the diagram given next.

Program Name	Program CTQs	Type	Baseline	Q4 Target	Q4 Achievement
Pre Paid Ring Fence	Reduce HV Churn (Net churn)	LTB	1.28%	0.99%	0.07%
	Increase HV Base	HTB	520375	632000	682589
	Site wise churn variance reduction	LTB	33%	12%	17%

Enterprise & Pst-paid Revamp:

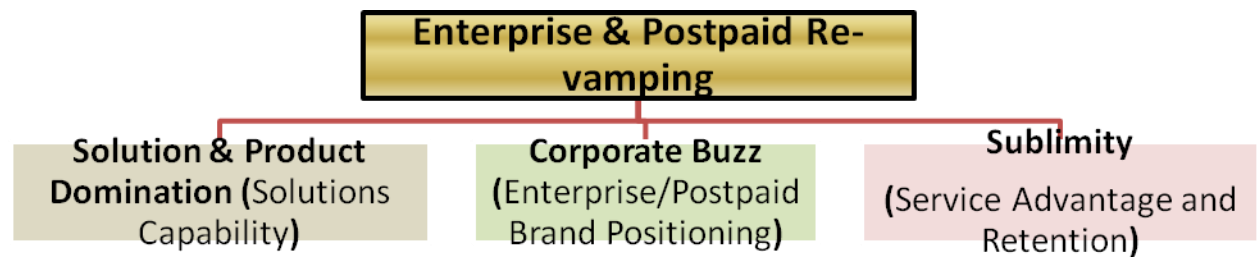
Business Case: Airtel has high CMS in the enterprise market but significantly low RMS. Limited packages and solutions are barriers towards catering to these niche corporate customer needs, which is mainly because present IT solutions are not capable of meeting evolving market needs. Additionally, Airtel has no distinct brand positioning in the corporate market or detailed roadmap in their communication process. According to CSMM scores , the CSI score of postpaid had gone up from 43 to 47 , within the time span of Q3 and Q4'11. However, the CSI score of the market leader was 48 in Q4,2011.

Objective of the STRAP: To have growth in Corporate REC base, get higher RMS in enterprise market & reduce corporate value churn.

Sponsor of the Program : Mr. Chris Tobit who is the CEO of Airtel Bangladesh.

Black Belt of the Program: Md. Ahmadul Haque, Process Management Manager, OE.

STRAP Outline



So, there were three projects under this program,

1.Solution & Product Domination: The aim of this project was to provide superior solutions and products to corporate customers to improve overall customer experience. The names of the project leaders are Md. Adil Nobel & Munshi Atiar. The key CTQ's were to have customized & futuristic products & solutions & to do training (External & Internal). The key action plan that were taken under this project included, setting corporate team to prioritize rural areas by which corporate customers highly demand to be covered in the radar of Airtel network and then share the info with the Engineering team. Creating framework through which the VOCs of the corporate customers can be gathered & stored in a database, creating a billing team to organize sessions with the corporate team to gather the various billing requirements of the corporate customers and discuss on possible pricing measures for ad-hoc requests. Training for all of these teams was a must.

2. Corporate Buzz: The aim of this project was to position Airtel Enterprise and Postpaid as an “elite” brand. The name of the project leader is Imran Aziz. The key CTQ's were to retail revamp, creating corporate tools, building associations & communications. The key action plan that were taken under this project included, Implementation of communication tools, such as newsletters (informing them on latest

product releases, event news, recent corporate tie-ups), Establishing product docket (USPs of corporate products) with description of all products & services for corporates & postpaid & share with MKT. Additionally to create the corporate associations creating a corporate section on the Airtel webpage, establishing a methodology of gathering customer recommendations on probable corporate tie-ups.

3. Sublimity: The aim of this project was to create unique selling proposition that will be incomparable after sales service. Simultaneously, focus will also be on customer retention. The name of the project leader is Azmat Ullah Khan. The key CTQ's were to creating service excellence through single service interface, managing the value churn. The key action plan that were taken under this project included, Implementing an effective credit rating mechanism to reduce barring, Implementation and robust promotion of selfcare USSD for corporate base, creating one point solution across any touchpoint, creating access to automated account management service to corporate and SME clients (detailed bills, barring issues).

The quarter four performance of this program measured by OE is like the diagram given next

Program Name	Program CTQs		Type	Baseline	Q4 Target	Q4 Achievement
Enterprise and Postpaid Revamp	Increase in CSI (Postpaid)		HTB	47	55	54
	Decrease in Corporate Value Churn		LTB	4.48%	1.80%	9.80%
	Increase in REC Base	Enterprise	HTB	55874	68000	69087
		Postpaid	HTB	130000	134000	96934

Recommendations

- Although the office environment of Airtel Bangladesh is quite flexible still to compare with the office structures & advantages like GP, Airtel could create recreation zones where its stuffs would have some relaxations during the breaks.
- One of the major drawback that I found in Airtel is lack of internal communication which often causes communication gaps, the impact of which falls on output. In order to have a proper amplified output & greater organizational engagement Airtel should create more internal communication.
- Cross-functional activities of airtel often get fruitless due to lack of willingness of the departments to explain their own jargons. For example, when MKT team works with Engineering team there ENG team is not simplifying the technical terms to MKT team for which that team are failing to understand the situation & bringing about the required output. These issues should be resolved.
- Airtel follows cost-cutting approach according to its policy. But often this cost-cutting approach becomes oversimplified & creates demotivation for the employees. This should taken care of by prioritizing where to approach this policy where not.

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